

## Annex 1: List of Projects and Project Financial Information by Outcome

#	Project Id	Title	Component	Title	2018- 2022 BUDGETS	1 JAN. 2018- 30 APR. 2021 DELIVERY
1	68311	Governance for Local Economic Development (GLED) – DIM	87392	NLDP III & Agro-Economic Dev	255,585	255,585
			87393	Support District Dev Plans	1,561,015	1,471,575
			101335	Resettlement in North and East	1,494,768	1,174,031
			111038	Sustainable Reconciliation	1,297,679	1,297,679
	PROJECT 68311 TOTAL				4,609,047	4,198,870
2	86251	Catalytic Support to Peace building in Sri Lanka	93547	Transitional Justice	540,151	540,152
			105839	Reconciliation Mechanisms	562,100	562,101
			105841	Oversight/Local Governance	2,439,496	2,439,496
			105843	Resettlement Support	2,052,890	2,052,891
	PROJECT 86251 TOTAL				5,594,637	5,594,640
3	91115	Support Access to Justice	96525	Access to Justice	659,145	658,955
	PROJECT 91115 TOTAL				659,145	658,955
4	93879	Support Peacebuilding and Transitional Justice	98131	Peacebuilding Secretariat	1,639,821	1,594,009
			105820	Transitional Justice	1,370,436	1,357,072
			105821	Independent Commissions	366,800	361,323
			105822	Advance Transitional Justice	499,768	499,769

	PROJECT 93879 TOTAL				3,876,825	3,812,173
5	103135	Promoting Reconciliation	105115	Conflict Prevention & Dialogue	600,000	598,538
	PROJECT 103135 TOTAL				600,000	598,538
6	112513	Strengthened Parliament and Commissions (SPC)	111033	Support to Parliament	242,911	179,367
			115381	Support to Independent Commissions	729,431	688,201
			123528	Enhancing national and sub-national transparency, accountability and inclusion capacities and multi-stakeholder engagement for SDGs	350,000	7,504
	PROJECT 112513 TOTAL				1,322,342	875,072
7	112897	Enhanced Local Governance (ELOG)	111210	Gender for Peace initiative	400,000	356,827
			118645	Support for Durable Resettlement (SDR)	1,920,969	1,241,639
			118837	Capacity Dev of Local Gov CDLG	10,935,000	1,022,549
			121983	COVID-19- Capacity Dev of Local Gov CDLG (re-programmed CDLG interventions for COVID-19)	1,077,490	739,634
			122279	COVID 19 Support for Durable Resettlement (re-programmed SDR interventions for COVID-19)	36,294	1,146
			125725	Youth Participation & Engagement -YPI	929,443	4,421
	PROJECT 112897 TOTAL				15,299,196	3,366,216
8	117979	Improved Access to Justice (IAJ)	115060	Inclusive Justice	462,725	416,888
			122422	COVID19 - Inclusive Justice (re-programmed interventions for COVID-19)	37,249	37,248
			124812	Prevention of Violent Extremism	100,000	-
	PROJECT 117979 TOTAL				599,974	454,136

9	112026	Achieving 2030 Agenda for Sustainable Development in AP	110865	Prevent Violent Extremism	1,529,798	548,569
			110712	Business and Human Rights	501,900	151,129
			110753	Youth Co Lab	54,000	841
			PROJECT 112026 TOTAL			
(A) OUTCOME 1 - SUB-TOTAL (Projects 1 through 9)					34,646,864	20,259,139
CP OUTCOME 2 - Building resilience through integrated climate and disaster risk management.						
10	61752	Phasing out-Hydro chlorofluorocarbons	78493	Phase out-Hychlorofluorocarbon	109,272	109,272
	PROJECT 61752 TOTAL				109,272	109,272
11	57445	Climate Resilient Integrated Water Management	70975	Climate Resilient Integrated Water Management	32,112,638	16,226,162
	PROJECT 57445 TOTAL				32,112,638	16,226,162
12	73030	Climate Change Resilience	85983	Climate Change Resilience	3,114,100	3,149,826
	PROJECT 73030 TOTAL				3,114,100	3,149,826
13	78432	Strategic support to disaster management	88709	Proposal Development		
			90538	Strategic Support to CDMP		
			95187	Post Flood Recovery		
			107425	Recovery Planning	288,317	270,842
	PROJECT 78432 TOTAL				288,317	270,842
14	79409	Energy generation NAMA	89391	Energy efficiency	858,158	823,463
	PROJECT 79409 TOTAL				858,158	823,463
15	79607	Environmentally Sensitive Area Conservation	89554	Environ Sensitive Area	1,801,227	1,322,836
	PROJECT 79607 TOTAL				1,801,227	1,322,836

16	80228	Improve Environmental Information Management	90016	Env Info Mgmt	612,113	447,678
	<b>PROJECT 80228 TOTAL</b>				612,113	447,678
17	83575	Institutional Strengthening-Phase X-XII	91973	Institutional Strengthening XII	309,821	238,498
			126090	Ins. Strengthening Ext. XIII	171,592	7,097
	<b>PROJECT 83575 TOTAL</b>				481,413	245,595
18	85741	Third National Communication	93268	Third National Communication	372,209	372,023
	<b>PROJECT 85741 TOTAL</b>				372,209	372,023
19	85746	Small Grants project	93273	Small Grants GEF	2,308,183	1,642,375
	<b>PROJECT 85746 TOTAL</b>				2,308,183	1,642,375
20	90074	Government Cost sharing intervention on environment (Biomass)	96013	Biomass Phase 2	3,200,000	404,432
	<b>PROJECT 90074 TOTAL</b>				3,200,000	404,432
21	91122	Climate change adaptation and food security	96529	climate change adaptation	3,190,095	2,855,800
	<b>PROJECT 91122 TOTAL</b>				3,190,095	2,855,800
22	117353	Managing Together (GEF VI)	114160	GEF TOURISM PROJECT	3,346,700	-
	<b>PROJECT 117353 TOTAL</b>				3,346,700	-
23	106358	UNDP-GEF global "Biodiversity Finance Initiative (BIOFIN)	117689	Biodiversity Finance Initiative (BIOFIN) – Phase I & II	746,000	615,199
	<b>PROJECT 106358 TOTAL</b>				746,000	615,199
24	119366	Transitioning to sustainable energy uses for the agro-ind.	115861	Sustain Energy Agro-Sri Lanka	2,000,000	140,426

	PROJECT 119366 TOTAL				2,000,000	140,426
25	127689	Partnerships & Innovative Financing	121600	PPG -Biodiversity & Land Mgt	150,000	64,893
	PROJECT 127689 TOTAL				150,000	64,893
26	62498	Biomass Energy Production	80012	Biomass Energy Production	1,120,237	178,028
	PROJECT 62498 TOTAL					
(B) OUTCOME 2 - SUB-TOTAL (Projects 10 through 26)					55,810,662	28,868,850
CP OUTCOME 3 Building data and knowledge foundations for evidence-based policy development						
27	93957	Policy and Institutional Development	98227	Increase Govt capacity for policy	725,591	360,742
			98228	Non gov for policy engagement	-	-
			98229	Knowledge products developed	247,516	191,200
			98230	Analysis for CO policy	718,970	443,376
			107026	Leveraging Partnerships for Engagement	2,207,300	2,172,143
	PROJECT 93957 TOTAL				3,899,377	3,167,461
28	127154	National Dev. planning fin. Sup. for SL	121086	COVID19 National Planning & Fin	275,255	90,313
			123877	COVID19-Water Resource Mgt.	54,000	66
			124094	COVID19- Risk Assessment	11,001	2,815
			124095	National Risk Dev. Framework	-	-
			124096	SDG Programatic Bond		-
			126488	Recovery & SDG acceleration	11,001	236

	PROJECT 127154 TOTAL				351,257	93,430
29	128701	Transforming Tourism in Sri Lanka	122622	Transforming Tourism in SL	292,133	34,695
	PROJECT 128701 TOTAL				292,133	34,695
30	129864	Seventh Phase GEF SGP (Project Preparation Grant)	123399	GEF SGP Project Preparation Grant	50,000	2,412
	PROJECT 129864 TOTAL				50,000	2,412
31	127470	Front line response and support to Govt. on COVID 19	121389,	COVID Health Proc.	144,300	145,441
			121392,	COVID Supp. To Homegardens	128,050	137,023
			121393	COVID Digital Platform	60,000	60,000
	PROJECT 127470 TOTAL				332,350	342,464
32	116943	Engagement Facility	120793	SDG Integrator role strengthen	328,112	69,171
			120856	COVID 19 Response (Health)	437,314	125,603
			121900	COVID 19 Response (Mgt Crisis)	141,687	87,016
	PROJECT 116943 TOTAL				907,113	281,790
(C) OUTCOME 3 - SUB-TOTAL (Projects 27 through 32)					5,832,230	3,922,252
CP TOTAL (Outcomes A + B + C)					96,289,756	53,050,241

## Annex 2: List of Persons Interviewed

#	Name	Title	Role/ Organization	E mail	Purpose	Date
<b>Sri Lanka 2018-2022 CP terminal evaluation – list of interviewees CP Outcome 1</b>						
1	Ms. Chandrika Karunaratne	UNDP FO Governance & Peacebuilding Focal Point	Policy Specialist / Team lead- Governance Team	<a href="mailto:chandrika.karunaratna@undp.org">chandrika.karunaratna@undp.org</a> +94777513106	Overall team lead for the governance outcome	26 May 2021
2	Ms. Nimmi Ariyaratne	Governance team	Programme Analyst	<a href="mailto:nimmi.ariyaratne@undp.org">nimmi.ariyaratne@undp.org</a> +94769365482	Responsible for quality assurance, M&E, and donor reporting across the SDG 16 Portfolio	10 June 2021
3	Mr. Priyan Senevirathne	Technical Specialist, Reconciliation and Peacebuilding	Inclusive Governance Team	<a href="mailto:priyan.senevirathna@undp.org">priyan.senevirathna@undp.org</a> +94 76 – 367 3296	Technical lead for peacebuilding and social cohesion work	27 May 2021
4	Mr. Janeen Fernando	Reconciliation and Development Specialist – RCO	RCO	<a href="mailto:janeen.fernando@one.un.org">janeen.fernando@one.un.org</a>	Primary policy advisor to the RCO on peacebuilding; Knowledgeable on political economy in Sri Lanka	19 May 2021
5	Ms. Shashini Kalunayake	Project Specialist – Parliament and Access to Justice	Inclusive Governance Team	<a href="mailto:shashini.kulanayake@undp.org">shashini.kulanayake@undp.org</a> +94 773 – 63 6225	Parliamentary expert and technical lead for justice	20 May 2021
6	Ms. Shihara Rajakaruna	Portfolio Manager- SDG 16 portfolio	Technical Specialist – Independent Commissions	<a href="mailto:Shihara.rajakaruna@undp.org">Shihara.rajakaruna@undp.org</a> +94 774449406	Technical lead for work on independent commissions	28 May 2021
7	Ms. Bimali Amerasekere	Partnership and Engagement Team	Gender Specialist (UNDP)	<a href="mailto:Bimali.amarasekere@undp.org">Bimali.amarasekere@undp.org</a> +94 777331710	Gender specialist across all components of the Governance CP Outcome (except the CDLG project)	13 May 2021
8	Mr. Mohammed Muzain	Portfolio Manager – SDG 16 portfolio	Inclusive Governance Team	<a href="mailto:mohamed.muzain@undp.org">mohamed.muzain@undp.org</a> +94 777 53 6759	Overall manager for the SDG 16 Portfolio	28 May 2021
9	Mr. Navaneethan Wijayakumar	Local Governance (SDG16 results Area 3)	Programme Manager	<a href="mailto:navaneethan.vijayakumar@undp.org">navaneethan.vijayakumar@undp.org</a> +94 0771 02 7349	Programme Manager for the CDLG project	28 May 2021

#	Name	Title	Role/ Organization	E mail	Purpose	Date
10	Ms. Diplua Fernando	Human Resources Analyst		<a href="mailto:dilupa.fernando@undp.org">dilupa.fernando@undp.org</a>	Receive insights on the structure of the Inclusive Governance Team from a human resources perspective	6 August 2021
11	Dr. Buddika Hapuarachchi	Team Leader, Environmental Team		<a href="mailto:buddika.hapuarachchi@undp.org">buddika.hapuarachchi@undp.org</a>	Receive comparative insights on the structure of the Inclusive Governance Team	13 August 2021
12	Sonali Thahir	Integrated Service Team Leader		<a href="mailto:sonali.thahir@undp.org">sonali.thahir@undp.org</a>	Receive insights on the structure of the Inclusive Governance Team from a operations perspective	13 August 2021
13	Ms. Mizly Nizar	British High Commission	Deputy Programme Manager, Political Team	<a href="mailto:Mizly.Nizar@fco.gov.uk">Mizly.Nizar@fco.gov.uk</a>	Key donor of the resettlement work (under CP Outcome 3 of SDG16 portfolio)	Email interview – 15 July 2021
14	Mr. Gerrard Nicolas	EU Delegation to Sri Lanka and Maldives	Programme manager, Governance/human Rights/CSOs	<a href="mailto:Nicolas.GERARD@eeas.europa.eu">Nicolas.GERARD@eeas.europa.eu</a>	Key donor of the SDG16 portfolio (including the CDLG project) and the upcoming justice sector project] and tourism initiative	24 June 2021
15	Mr. Fabrizio Senesi	EU Delegation to Sri Lanka and Maldives	Deputy Head of Operations	<a href="mailto:Fabrizio.Senesi@eeas.europa.eu">Fabrizio.Senesi@eeas.europa.eu</a>	Key donor of the SDG16 portfolio (including the CDLG project) and the upcoming justice sector project] and tourism initiative	15 June 2021
16	Ms. Thilini Kahandawaarachchi	Royal Norwegian Embassy	Senior Advisor	N/A	Donor of SDG 16 portfolio	11 June 2021
17	Hon. Mr. Ali Sabry	Ministry of Justice	Minister	N/A	Partner of the SDG16 portfolio – access to justice and Rule of Law work	13 July 2021
18	Mr. Shamir Zawahir	Ministry of Justice	Coordinating Secretary	N/A	Partner of the SDG16 portfolio – access to justice and Rule of Law work	13 July 2021
19	Mr. M.M.P.K Mayadunne	Ministry of Justice	Secretary	N/A	Partner of the SDG16 portfolio – access to justice and Rule of Law work	13 July 2021
20	Ms. Piyumanthi Peiris	Ministry of Justice	Additional Secretary	N/A	Partner of the SDG16 portfolio – access to justice and Rule of Law work	23 June 2021
21	Mr. D.G.M.V Hapuarachchi	Right to Information Commission	Director General	N/A	Key partner of the SDG16 portfolio – independent commissions work	2 July 2021
22	Prof. Deepika Udagama	Human Rights Commission	Former Chair	<a href="mailto:acharyandu@gmail.com">acharyandu@gmail.com</a>	Partner of the SDG16 portfolio – independent commissions work	8 July 2021



#	Name	Title	Role/ Organization	E mail	Purpose	Date
23	Ms. Ambika Sathkunanadan	Human Rights Commission	Former Commissioner	<a href="mailto:ambikasat@gmail.com">ambikasat@gmail.com</a>	Partner of the SDG16 portfolio – independent commissions work	16 July 2021
24	Mr. Saliya Peiris	Office on Missing Persons / Bar Association of Sri Lanka	Former Chair (OMP) / President (BASL)  (Also former member of HRCSL)	<a href="mailto:saliyapieris@yahoo.com">saliyapieris@yahoo.com</a>	Key partner of the SDG16 portfolio – independent commissions and transitional justice work	4 June 2021
25	Mr. Mirak Raheem	Office on Missing Persons	Former member	<a href="mailto:mirak.raheem@gmail.com">mirak.raheem@gmail.com</a>	Key partner of the SDG16 portfolio – transitional justice work	7 June 2021
26	Dr. Ajith Tennakoon	National Authority for the Protection of Victims and Witnesses of Crimes	Chief Judicial Medical Officer / Member of the Board of the Victim and Witness Protection Authority	N/A	Key partner of the SDG16 portfolio (CP Outcome 2) - justice work	10 June 2021
27	Ms. Savithri Wijesekara	National Police Commission / Women In Need	Former member (NPC) / Executive Director (WIN)	<a href="mailto:saviwin@gmail.com">saviwin@gmail.com</a>	Key partner for SGBV work (SDG16 portfolio – CP Outcome 2)	13 July 2021
28	Mr. Naimudeen	Ministry of Provincial Councils & Local Government	Additional Secretary	N/A	Key partner of the SDG16 portfolio – CDLG project-funded by EU	1 June 2021
29	Mr. Jayantha Liyanage	Sri Lanka Institute of Local Governance	Head	N/A	Key partner of the SDG16 portfolio – CDLG project-funded by EU	31 May 2021
30	Mr. Rohan Sahabandu P.C	Legal Aid Commission	Chairman	N/A	Key partner of the SDG16 portfolio – access to justice and Rule of Law work	21 June 2021
31	Mr. Pathinathan	Northern Provincial Council	Chief Secretary	N/A	Key partner of the SDG16 portfolio – CDLG project-funded by EU	2 June 2021
32	Mr. Bandara	North Central Provincial Council	Chief Secretary	N/A	Key partner of the SDG16 portfolio – CDLG project-funded by EU	4 June 2021

#	Name	Title	Role/ Organization	E mail	Purpose	Date
33	Mr. U. Wanigasinghe	Eastern Provincial Council	Chief Secretary	N/A	Key partner of the SDG16 portfolio – CDLG project-funded by EU	3 June 2021
34	Mr. Wijeyratne	Uva Provincial Council	Chief Secretary	N/A	Key partner of the SDG16 portfolio – CDLG project-funded by EU	2 June 2021
35	Mr. Dhammika Dasanayake	Parliament	Secretary General	N/A	Key partner of the SDG16 portfolio – work on parliament	11 June 2021
36	Mr. Hemantha Withanage	Centre for Environmental Justice	Executive Director	<a href="mailto:hemanthaw@eureka.lk">hemanthaw@eureka.lk</a> +94 777600503	Project result contributors from SGP	17 June 2021
37	Ms. S.S. Sooriyakumary	OfERR Ceylon	Executive Director	<a href="mailto:sskoferr@gmail.com">sskoferr@gmail.com</a> +94 77 3013083	Project results contributor from Resettlement output	4 June 2021
38	Mr. S. Yohanathan	Centrr for Child Development	Executive Director	<a href="mailto:cfcdeve@gmail.com">cfcdeve@gmail.com</a> +94 77 7238686	Project results contributor from Resettlement output	7 June 2021
<b>Sri Lanka 2018-2022 CP terminal evaluation - list of interviewees CP Outcome 2</b>						
#	Name	Title	Organization	E mail	Purpose	Date/ time/
1	Dr. Buddhika Hapuarachchi	Team Leader, Environmental Team	UNDP	<a href="mailto:buddika.hapuarachchi@undp.org">buddika.hapuarachchi@undp.org</a>	Overall project implementation, challenges and way forward	Thursday 22/07/2021 1:00pm
2	Ms. Sureka Perera	Programme Quality and Design Analyst	UNDP	<a href="mailto:@Sureka Perera">@Sureka Perera</a> +94 773746214	Strategic support to SL comprehensive disaster management Programme; Support for Emergency Coordination and early recovery from floods May 2018; Support to Post-Flood/Landslide Damage Assessment for Early Recovery; Flood and Landslides Recovery; Resilience Building; Proposal Development and Improve Environmental Information Management	Wednesday 19/05/2021 10:00am
3	Mr. Ramitha Wijethunga	Project Manager	UNDP	<a href="mailto:@Ramitha Wijethunga">@Ramitha Wijethunga</a> +94 773444179	Biodiversity Finance Initiative (BIOFIN) – Phase II	Wednesday 19/05/2021 12:30pm
4	Ms. Sumudu Silva	Technical Coordinator	UNDP	<a href="mailto:@Sumudu Silva">@Sumudu Silva</a> +94 773618040	Third National Communication (GEF)	Wednesday 19/05/2021

#	Name	Title	Role/ Organization	E mail	Purpose	Date
						07:30pm
5	Mr. Ashoka Ajantha	Project Manager	UNDP	<a href="mailto:@Asoka.Ajantha">@Asoka Ajantha</a> +94 777394080	Integrated Water Management Project	Thursday 20/05/2021 09:00am
6	Mr. Gayan Subasinghe	Technical Coordinator	UNDP	<a href="mailto:@Gayan.Subasinghe">@Gayan Subasinghe</a> +94 772911313	Energy generation NAMA (GEF)	Thursday 20/05/2021 04:00pm
7	Mr. Sampath Ranasinghe	Project Manager	UNDP	<a href="mailto:@Sampath.Ranasinghe">@Sampath Ranasinghe</a> +94 772950521	Phasing out-Hydro chlorofluorocarbons; Institutional Strengthening-Phase X – XII; GCS intervention on environment (Bio mass); Transitioning to sustainable energy uses for the agro-in SL; Biomass Energy Production	Friday 21/05/2021 09:00am
8	Mr. Suranga Kuruvita	Project Assistant	UNDP			
9	Ms. Dinali Jayasinghe	Technical Coordinator	UNDP	<a href="mailto:@dinali.jayasinghe">@dinali jayasinghe</a> +94 773403235	Small Grants project (GEF)	Monday 24/05/2021 10:00am
10	Ms. Sugandhi Samarasinghe	Project Manager	UNDP	<a href="mailto:@Sugandhi.Samarasinghe">@Sugandhi Samarasinghe</a> +94 766178398	Environmentally Sensitive Area Conservation (GEF)	Monday 24/05/2021 07:30pm
11	Mr. Chaminda Fernando	Field Coordinator	UNDP	<a href="mailto:chaminda.fernando@undp.org">chaminda.fernando@undp.org</a>	Climate change adaptation and food security (C-CAP 2)	Monday 31/05/2021 10:00pm
12	Dr. D. B. T. Wijeratne,	Assistant FAO Representative	FAO	0772130388 0777808210 <a href="mailto:Dharmassree.Wijeratne@fao.org">Dharmassree.Wijeratne@fao.org</a>	Biomass Energy Production	Monday 31/05/2021 02:00pm
13	Dr. Sujatha Welikala	Member, SGP-NSC	Volunteer	<a href="mailto:sujathawijethilaka@gmail.com">sujathawijethilaka@gmail.com</a> +940773721083	Small Grants project National Steering Committee Member	Tuesday 25/05/2021 10:00am
14	Mr. S. A. M. Azmy	Chairman, SGP-NSC	Volunteer	<a href="mailto:azmyahamed@yahoo.com">azmyahamed@yahoo.com</a> +94-777368638	Small Grants project National Steering Committee Chairman	Tuesday 25/05/2021 12.30pm

#	Name	Title	Role/ Organization	E mail	Purpose	Date
15	Dr. Lalith Welamedage	Member, SGP-NSC	Chairman, Lanka Social Ventures	<a href="mailto:lalith@lsv.lk">lalith@lsv.lk</a> +940773208004	Small Grants project National Steering Committee Member	Tuesday 01/06/2021 03:00pm
16	Ms. Nilmini Wickramarachchi	Member, SGP-NSC Director	Land Degradation, Ministry of Environment	<a href="mailto:nilminideepthi@gmail.com">nilminideepthi@gmail.com</a> +940714421711	Small Grants project National Steering Committee Member	Wednesday 26/05/2021 10:00am
17	Mr. Mendis Wikramasinghe	President	Herpetological Foundation Sri Lanka	<a href="mailto:mendis@ime.edu.lk">mendis@ime.edu.lk</a> 07779877687	Small Grants project recipient - NGO	Tuesday 25/05/2021 08:00pm
18	Prof. Kithsiri Ranawana	Treasurer	Ecological Association of Sri Lanka	<a href="mailto:kithsiri.r@gmail.com">kithsiri.r@gmail.com</a> +940777356436	Small Grants project recipient - NGO	Wednesday 26/05/2021 02:00pm
19	Ms. Renuka Badrakanthi	Chairman	Ekabadda Praja Sanwardhana Kantha Maha Sangamaya	<a href="mailto:wwdf.1996@yahoo.com">wwdf.1996@yahoo.com</a> +940771528581	Small Grants project recipient - NGO	Thursday 27/05/2021 09:00am
20	Ms. Sunethra Marasinghe	Chairman	Human Development Foundation of Sri Lanka	<a href="mailto:Sunethramarasinghe1@gmail.com">Sunethramarasinghe1@gmail.com</a> 0762545835	Small Grants project recipient - NGO	Tuesday 01/06/2021 09:00am
21	Dr. Ananda Mallawathantri	Country Representative	IUCN	<a href="mailto:Ananda.mallawathantri@iucn.org">Ananda.mallawathantri@iucn.org</a> +940773444146	Biodiversity Finance Initiative (BIOFIN) – Phase II National Implementing Partner	Thursday 27/05/2021 11:00am
22	Ms. Dakshini Perera	Assistant Director	Climate Change Secretariat	<a href="mailto:dakshini_perera@yahoo.com">dakshini_perera@yahoo.com</a> 0710947079	Third National Communication implementing partners	Friday 28/05/2021 11:00am
23	Mr. Harsha Wikramasinghe	Deputy Director General	Sri Lanka Sustainable Energy Authority	<a href="mailto:harshawk@gmail.com">harshawk@gmail.com</a> 0712308307	Energy generation NAMA; Biomass Energy Production; Transitioning to sustainable energy uses for the agro-in SL project implementing partners	Friday 28/05/2021 02:00pm
24	Mr. Jarook Mohamed	Head of Sustainability,	Brandix Apparel Pvt Ltd	<a href="mailto:jarookm@gmail.com">jarookm@gmail.com</a> 0777253251	GCS intervention on environment (Bio mass) project implementing partner	Monday 31/05/2021 03:00pm
25	Mr. Waruna Athukorla	Associates				
26	Mr. Vinura Jayathilake	Associates				
27	Mr. Sugath Dharmakeerthi	Director	Air Resource Management and National Ozone Unit	0718013777 <a href="mailto:sugath2@gmail.com">sugath2@gmail.com</a>	Phasing out-Hydro chlorofluorocarbons; Institutional	Tuesday 01/06/2021 11:00am

#	Name	Title	Role/ Organization	E mail	Purpose	Date
					Strengthening-Phase X – XII project implementing partner	
28	Mr. S. Hettiarachchi	Secretary	Ministry of Tourism	<a href="mailto:secretary@tourismmin.gov.lk">secretary@tourismmin.gov.lk</a> 011 238 1798	Biodiversity Finance Initiative (BIOFIN) – Phase II project implementing partner	Wednesday 02/06/2021 10:00am
29	Dr. V T S K Siriwardane	Deputy Director General, EOH and FS Secretariat	Ministry of Health	0714499222 <a href="mailto:avissawella2003@gmail.com">avissawella2003@gmail.com</a>	GCS intervention on environment (Bio mass) project implementing partner	Wednesday 02/06/2021 04:00pm
30	Mr. Sulakshana Jayawardena	Acting Director General SLSEA	Planning, Ministry of Power)	0719994133 <a href="mailto:sulakshanajayawardena@gmail.com">sulakshanajayawardena@gmail.com</a> <a href="mailto:suljayawa@yahoo.com">suljayawa@yahoo.com</a>	Transitioning to sustainable energy uses for the agro-in SL; Biomass Energy Production; GCS intervention on environment (Bio mass) projects implementing partner	Thursday 03/06/2021 09:00am
31	Mrs. Nirosha Kumari	Deputy Project Manager, ESA Project	Environment Planning and Economics division, Ministry of Environment	0714803101 <a href="mailto:niroshak777@yahoo.com">niroshak777@yahoo.com</a>	Environmentally Sensitive Area Conservation project implementing partner	Thursday 03/06/2021 10:00am
32	Ms. Anusha Warnasooriya	Director	Department of Meteorology	0774368390 (Whatsapp)	Integrated Water Management Project implementing partner	Thursday 03/06/2021 1:00pm
33	Mrs. Kulani Karunaratne	Project Director (ESA Project), Director (Environment Planning and Economics),	Ministry of Environment	0718550099 <a href="mailto:kulanihw@gmail.com">kulanihw@gmail.com</a>	Environmentally Sensitive Area Conservation project implementing partner	Thursday 03/06/2021 03:00pm
34	Mr. Anura Dissanayake	Secretary	Ministry of Irrigation	<a href="mailto:warisaubhagya@gmail.com">warisaubhagya@gmail.com</a>	Integrated Water Management Project implementing partner	Friday 04/06/2021 09:00am
35	Eng. Sisira Kumara	Managing Director	Info Tech Ideas Pvt. Ltd.	<a href="mailto:sisira@infotechs-ideas.com">sisira@infotechs-ideas.com</a>	Integrated Water Management Project service provider	Friday 04/06/2021 12:30pm
36	Eng. Priyantha Dissanayake	General Manager – Engineering	Elpitiya Plantation	94 77 7712683 <a href="mailto:priyanthad@aitkenspence.lk">priyanthad@aitkenspence.lk</a> <a href="mailto:kaushal@aitkenspence.lk">kaushal@aitkenspence.lk</a> <a href="mailto:amilav@aitkenspence.lk">amilav@aitkenspence.lk</a>	Energy generation NAMA project private sector partner	Friday 04/06/2021 02:00pm

#	Name	Title	Role/ Organization	E mail	Purpose	Date
37	Mr. G. Senanayake	Managing Director	GS Associates Pvt Ltd	<a href="mailto:gaminisn@gmail.com">gaminisn@gmail.com</a> 0777804545	GCS intervention on environment (Bio mass) project service provider	Friday 04/06/2021 5:15pm
38	Dr. K.M.A. Bandara	Conservator General of Forests	Forest Department	0717171026	Biomass Energy Production Project implementing partner	Saturday 05/06/2021 10:15am
39	Mr. Ranjith Sepala	Chairman	Sri Lanka Sustainable Energy Authority	0710550051 <a href="mailto:hrsepala@yahoo.com">hrsepala@yahoo.com</a>	Transitioning to sustainable energy uses for the agro-in SL; Biomass Energy Production; GCS intervention on environment (Bio mass) projects implementing partner	Saturday 05/06/2021 11:00am
40	Mr. Sanjeewa Bandukeerthi	Commissioner	Kaduvela Municipal Council	0722448834/ 0777792641	Kaduvela Biogas Plant - GCS intervention on environment (Bio mass) implementing partner	Saturday 05/06/2021 2:00pm
41	Dr. Sunimal Jayathunga	Addl Secretary	Ministry of Environment	<a href="mailto:sunimal.jayathunga@gmail.com">sunimal.jayathunga@gmail.com</a> or <a href="mailto:sunimal68@hotmail.com">sunimal68@hotmail.com</a>	Third National Communication implementing partner	Monday 07/06/2021 09:30am
42	Mr. Nandana Cooray	Assistant Director (Planning)	State Ministry of Home Affairs , Internal Security and Disaster Management	<a href="mailto:mdnandana@gmail.com">mdnandana@gmail.com</a>	Strategic support to disaster management Project implementing partner	Monday 07/06/2021 02:00pm
43	Mr. Chaminda Pathiraja	Addl. Secretary (former National Project Director – CCAP -I)	Ministry of Industry	0760950234 (Whatsapp)	Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka (C-CAP I); Support for Emergency Coordination and early recovery from floods May 2018; Support to Post-Flood/Landslide Damage Assessment for Early Recovery; Strategic support to disaster management Project implementing partner	Monday 07/06/2021 06:00pm

#	Name	Title	Role/ Organization	E mail	Purpose	Date
44	Ms. Kumudini Vidyalankara	Director	Climate Change Secretariat	<a href="mailto:kumudiniimex@gmail.com">kumudiniimex@gmail.com</a>	Third National Communication implementing partner	Tuesday 08/06/2021 03:00pm
45	Eng. K. D. N. Siriwardane	Director General Irrigation	Department of Irrigation	<a href="mailto:nihalsiriwardana@yahoo.com">nihalsiriwardana@yahoo.com</a> ;	Integrated Water Management project implementing partners	Wednesday 10/06/2021 09:00am
46	Ms. Janaki Meegasthenna	Engineer		<a href="mailto:janakimeega@hotmail.com">janakimeega@hotmail.com</a>		
47	Mr. M.M.A.B. Mahawaththa	Director General	Wayamba Development Authority	+94 37 2225210 +94 0723421565 <a href="mailto:wayambatourism@gmail.com">wayambatourism@gmail.com</a>	Environmentally Sensitive Area Conservation project implementing partner	Wednesday 10/06/2021 03:00pm
48	Prof. Sevbandi Jayakody	Senior Lecturer	Wayamba University	0777947907 <a href="mailto:sevbandi_jayakody@yahoo.com">sevbandi_jayakody@yahoo.com</a>	Environmentally Sensitive Area Conservation project technical service provider	Wednesday 10/06/2021 08:00pm
49	Dr. Anil Jasinghe	Secretary	Ministry of Environment	<a href="mailto:sec@env.gov.lk">sec@env.gov.lk</a>	Environmentally Sensitive Area Conservation project implementing partner	Thursday 10/06/2021 02:00pm
50	Major General Sudantha Ranasinghe	Addl. Secretary	State Ministry of National Security and Disaster Management	<a href="mailto:dg@dmc.gov.lk">dg@dmc.gov.lk</a>	Integrated Water Management project implementing partners	Friday 11/06/2021 10:00am
51	Dr. Ajantha De Silva	Addl. Secretary	Ministry of Agriculture	0714157592 (Whatsapp)	Integrated Water Management project implementing partners	Friday 11/06/2021 1:00pm
52	Dr. RMC Rathnayaka	Director	Monaragala District Hospital	037 222991 077 3490823	Biomass Energy Production project implementing partners	Sunday 13/06/2021 10.00am

**Sri Lanka 2018-2022 CP terminal evaluation – list of interviewees CP Outcome 3**

#	Name	Title	Role/ Organization	E mail	Purpose	Date
1	Mr. Robert Jukham	UNDP Resident Representative	UNDP	<a href="mailto:robert.jukham@undp.org">robert.jukham@undp.org</a>	General Introduction	
2	Ms. Faiza Effendi	UNDP Deputy Res. Rep.	UNDP	<a href="mailto:faiza.effendi@undp.org">faiza.effendi@undp.org</a>	General Introduction	
3	Ms. Shyara Bastianz	Progr. Quality and Design Analyst	UNDP	<a href="mailto:shyara.bastianz@undp.org">shyara.bastianz@undp.org</a>	General briefing and support	Several times

#	Name	Title	Role/ Organization	E mail	Purpose	Date
4	Ms. Ramitha Wijethunga	Nat'l. Prog. Officer	UNDP	ramitha.wijetunga@undp.org	Review of Tourism Project	27/05/2021
5	Mr. Fadeel Barkeer Markar	Partnerships, Innovation and Youth Focal Point	UNDP	fadeel.barkeermakar@undp.org	Review of CITRALAB, & Hackadev and partnerships Progs.	31/05/2021
6	Mr. Kulunu Jayamanne	Coordination and Partnership Assoc.	UNDP	kulunu.jayamanne@undp.org	Understanding partnership arrangements	01/06/2021
7	Mr. Rashid Riza	Policy & Engage. Analyst	UNDP	rashid.riza@undp.org	Understanding partnership arrangements	01/06/2021
8	Mr. Rathika Da Silva	CEO /UN Glob. Compact	UNGC	Replaced Mr. Dilhan Ferando	Priv. sector perspective on UNDP and the CP.	11/06/2021
9	Mr. S. Hettiarachchi	Secretary	Ministry of Tourism	N.A.	Rev. Tourism Proj. & Sector	02/06/2021
10	Ms. Dulani Sirisena	SDG Integration Specialist	UNDP	dulani.sirisena@undp.org	Links between CP and SDGs	04/06/2021
11	Ms. Chamindry Saparamadu	Director General	SDG Council	N.A.	Links between CP and SDGs & data base (CITRALAB)	07/06/2021
12	Mr. Sumith Alahakoon	Commissioner General	Department of Motor Traffic	N.A.	Review work carried out by CITRALAB	08/06/2021
13	Ms. Deshani Senanayake	Focal point Asia Foundation	UNDP	deshani.senanayake	CITRALAB work (SLIDA and ICTA)	8/06/2021
14	Mr. Waruna Sri Dhanapala	State Ministry of Nat'l Sec.Home Affairs & Disaster Management	Also Secretary (Regional Administration Reforms)	N.A.	CITRALAB work	13/06/2021
15	Mr. Sachindra Samarathane	Director - Startup Ecosystems Devel.	ICTA	N.A.	Discuss CITRALAB work with ICTA	14/06/2021
16	Ms. Bhagya Maheshi	Data Scientist	CITRALAB UNDP	baghya.maheshi@undp.org	Discuss CITRALAB work on SDG Data Tracker, Motor Traffic Dept., Tourism and Hackadev	18/06/2021
17	Mr. Ahmed Najeem	Tech. for Devel. Lead	CITRALAB UNDP	ahmed.najeem@undp.org	Work on Hackadev Challenges, Academy and Incubator	18/06/2021
18	Ms. Shanaka Waduge	Head, Corp. Affairs	CITY group	N.A.	Get a donor-partner perspective.	19/06/2021



#	Name	Title	Role/ Organization	E mail	Purpose	Date
19	Mr. Indika de Zoysa	(Private Sector) Member of Pres. Comm. on Educ.	Also was member of Hackadev Steer. Comm.	N.A.	Get additional Priv. Sector input & info on Hackadev and CITRALAB w Educ. Sect.	20/06/2021
20	Ms. Indu Bandara	Ex Dir. General	Census and Statistics Dept	ibandara1961@gmail.com	Understand how data is gathered, stored, analysed, used in Sri Lanka	21/06/2021
21	Mr- Yasas Thalagala	Strategic Engagement Lead	UNDP CITRALAB	<a href="mailto:yasas.thalagala@undp.org">yasas.thalagala@undp.org</a>	Work done with the Pres. Educ. Task Force, MIS for Min. of Agric. & with Nat'l. Innov. Agency	21/06/2021
22	Mr. Murad Mohideen	Officer in the UNRC's office.	United Nations Resident Coordinator's Office	<a href="mailto:muradh.mohideen@one.un.org">muradh.mohideen@one.un.org</a>	Understand relationship between UNDP CP and UNDAF.	22/06/2021
23	Mr. Kumar de Silva	CTA	Project Transforming Tourism in Sri Lanka	N.A.	Gain insight on progress on the project and gender component.	23/06/2021
24	Ms. Sharmalee Jayasinghe	UNV Country Coordinator	UNDP	<a href="mailto:sharmalee.jayasinghe@undp.org">sharmalee.jayasinghe@undp.org</a>	Understanding UNVs role in CP execution	28/06/2021
25	Azam Barkeer Marker	Partnership Specialist	UNRC Office	<a href="mailto:azam.barkeer.marker@one.un.org">azam.barkeer.marker@one.un.org</a>	Understand relationship between UNDP CP and UNDAF and general UN Coordination issues-.	29/06/2021
26	Mr. Roshan Raja	M&E officer	UNDP	<a href="mailto:roshan.raja@undp.org">roshan.raja@undp.org</a>	Understand how the CP and project M&E function works	28/06/2021
27	Ms. Nirmi Vitarana	Prog. Officer	Australian High Commission	N.A.	Get a donor-partner perspective.	07/07/2021
28	Mr. Sampath Manthreenayake	Addl. Director General	External Resources Department	N.A.	Understand the project approval process	11/07/2021
29	Mr. R.H.W.A Kumarasiri	Director General	National Planning Department	N.A.	Understand the govt's role in project design, approval and monitoring.	11/07/2021
30	Mr, <u>Harsha Aturupane</u> + 6 colleagues	Lead Economist	World Bank Sri Lanka	N.A.	Get the opinion of UNDPs CP contribution from a major financial institution and explore willingness for future partnership initiatives-	13/7/2021
31	Mr. Utsav Kumar	Dep. Country Director	ADB Sri Lanka	N.A.	Get the opinion of UNDPs CP contribution from a major financial institution and explore willingness for future partnership initiatives-	15/07/2021

## Annex 3: Reference Material Reviewed

### General Materials under CP

1. Draft Addendum to Portfolio Document – Flagship Portfolio SDG 16 on Peace, Justice and Strong Institutions (2021)
2. Future Directions for UNDP's SDG16 Portfolio (2021)
3. Government of Sri Lanka, National Policy Framework: Vistas of Prosperity and Splendour 2020-2025 (2020)
4. Mid Term Review - UNDP Country Programme document – 2013-2017 (2016)
5. Minutes of Project Appraisal Committee Meeting: UNDP's Flagship Portfolio on SDG 16 (2019)
6. Monitoring Framework on UN framework for the immediate Socio-Economic Response to COVID-19
7. Portfolio Document – Flagship Portfolio SDG 16 on Peace, Justice and Strong Institutions (2018)
8. Proposed organogram for the new EU funded Access to Justice Project
9. Results Monitoring Framework for the SDG 16 Portfolio (various documents)
10. Results Oriented Annual Report 2018
11. Results Oriented Annual Report 2019
12. Results Oriented Annual Report 2020
13. The adjusted structures for the CO as per the email shared by the Country Representative, following several iterations over 2020, effective March 2021.
14. The original envisaged organogram for the Country Office envisaged from 2018 onwards, following the re-structure ('New Country Office Structure')
15. The overall roles and responsibilities table for the Country Office (2020)
16. The roles and responsibility division between Team Lead, Portfolio Manager, Analyst, as of February 2021.
17. UN Advisory Paper: Immediate Socio-Economic Response to COVID-19 in Sri Lanka (June 2020)
18. UNDP Country Programme Document for Sri Lanka – 2018-2022
19. UNDP Flagship Portfolio SDG 16 on Peace, Justice and Strong Institutions – Outcome Indicators
20. UNDP Strategic Plan – 2018-2021 (2017)
21. UNDP, Mid Term Evaluation and Strategic Direction Setting of UNDP's SDG 16 Portfolio: Peace, Justice and Strong Institutions (2021)
22. United Nations Sustainable Development Framework 2018 – 2022

### Reference Materials under CP Outcome 1

#### Parliament and Independent Commissions

23. Strengthened Parliament and Commissions (ongoing) – project documents, progress reports (2019,2020), Portfolio Board Minutes

#### Rule of Law and Access to Justice

24. Governance for Local Economic Development (GLED) project (completed) – project documents, progress reports
25. End Line Survey of European Union Support to District Development Programme (EU-SDDP) (2017)
26. Catalytic Support to Peace building in Sri Lanka project (completed) – project documents, progress report (2019)
27. Support Access to Justice project (completed) – project documents, progress reports
28. Support Peace building and Transitional Justice project (completed) – project documents, progress report (2020), meeting minutes
29. Promoting Reconciliation project (completed) – project documents, monitoring reports
30. Peace building Fund project budget
31. Improved Access to Justice (IAJ) (ongoing) – project documents, progress reports
32. Norway Contribution Agreements (2015, 2018)
33. Business and Human Rights in Asia: Enabling Sustainable Economic Growth through the Respect, Protect and Remedy Framework (ongoing) – project document, stakeholder consultation event completion report, progress reports, and Joint Steering Committee meeting minutes
34. Evaluation Report on Training Course: 'The United Nations Guiding Principles on Business and Human Rights and their Implications for Business' (2020)
35. Centre for Environmental Justice, Final Report Business and Human Rights in Environmental Management (2021)

### **Public Sector and Local Governance**

- 36. Enhanced Local Governance (ELOG) (ongoing) – project documents, progress reports (2019,2020), Portfolio Board Minutes
- 37. EU Contribution Agreement and Annexes
- 38. CDLG Annual Report 2018/2019

### **SGBV and Women, Peace and Security**

- 39. Final Evaluation Report End-Project Evaluation: Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace November 2018-September 2020
- 40. Management Response to: Final Evaluation - Hidden Challenges: Addressing Sexual Bribery Experienced by Female Heads of Households Including Military and War Widows to Enable Resilience and Sustained Peace, 5 January 2021.

### **Social Cohesion**

- 41. Preventing Violent Extremism Through Promoting Tolerance and Respect for Diversity in Sri Lanka – quarterly updates to EU
- 42. UN General Assembly, Plan of Action to Prevent Violent Extremism: Report of the Secretary-General, 24 December 2015
- 43. Ben Schonveld, Sri Lanka PVE Programming and Recommendations (2019)
- 44. Marga Institute, The proposed methodology to conduct Political Economy and Gender Analysis of Community and Policy Interventions and Community Assessments of Spread of Hate Speech, Social Cohesion and Preventing Violent Extremism (2020)
- 45. Marga Institute, Community Assessments of Spread of Hate Speech, Social Cohesion and Prevention of Violent Extremism, March April 2021
- 46. Draft study commissioned by UNDP – Marga Institute, Social Cohesion and the Prevention of Violent Extremism in Sri Lanka: Law, Policy, Institutions, and Interventions (2021)

## **Reference Materials under CP Outcome 2**

### **Strategic support to operationalize the Sri Lanka Comprehensive Disaster Management Programme;**

- 47. 2013, UNDP, Project Document
- 48. UNDP, Project Board Minutes, (multiple years)

### **Flood and Landslides Recovery & Resilience Building;**

- 49. 2017, UNDP, Project Document

### **Post Flood Recovery;**

- 50. 2017, UNDP, Project Note.

### **Proposal Development;**

- 51. 2017, UNDP, Project Note.

### **Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka (C-CAP I);**

- 52. 2013, UNDP/GEF, Project Document.
- 53. 2018, UNDP/GEF, Terminal Evaluation of the project.
- 54. 2020, UNDP, National Climate Smart Agricultural Technologies and Practices Guidelines.

### **55. Appropriate Mitigation Actions in the Energy Generation and End-Use Sectors in Sri Lanka (NAMA Project);**

- 56. 2015, UNDP/GEF, Project Document.
- 57. UNDP, Project Board Minutes, (multiple years).
- 58. 2017, UNDP/GEF Project Implementation Review (pdf.).
- 59. 2018, UNDP/GEF Project Implementation Review (pdf.).
- 60. 2019, UNDP/GEF Project Implementation Review (pdf.).
- 61. 2017, UNDP-GEF Mid-Term Review of the Project.

### **Climate Change Adaptation (C-CAP II);**

62. 2017, UNDP, Project Document.
63. 2020, Project Completion Report.
64. 2019, UNDP, Project Results and Monitoring Pathway (Word.)
65. 2020, UNDP, Climate Smart Green Village Concept Document.
66. 2020, UNDP, Report on Media and Communications

**Institutional Strengthening for the phase out of Ozone depleting substances under the Montreal protocol - Phase X-X11;**

67. 2014, UNDP, Project Document.
68. 2020, UNDP, Project Results and Monitoring Pathway (Word.)

**Ensuring global environmental concerns and best practices mainstreamed in the post-conflict rapid development process of Sri Lanka through improved information management;**

69. 2014, UNDP, Project Document.
70. 2019, UNDP/GEF, Terminal Evaluation of the project.
71. UNDP, Project Board Minutes, (multiple years)
72. Project Progress Reports ((Multiple).

**Preparation of Sri Lanka's Third National Communication (TNC) to the UNFCCC;**

73. 2016, UNDP, Project Document.
74. UNDP, Project Board Minutes, (multiple years)
75. Project Progress Reports ((Multiple).

**Enhancing Biodiversity Conservation and Sustenance of Ecosystem services in Environmentally Sensitive Areas;**

76. 2015 UNDP, Project Document, (Pdf.)
77. 2018, UNDP/GEF Project Implementation Review (Word).
78. 2018-2020, UNDP, Project Progress Reports (Pdf.)
79. 2015, UNDP/GEF, Minutes of the Local Project Appraisal Committee (LPAC) meetings,
80. 2020, UNDP, Project Results and Monitoring Pathway (Word.)
81. 2018, UNDP-GEF Mid-Term Review of the Project: Enhancing Biodiversity Conservation and Sustenance of Ecosystem services in Environmentally Sensitive Areas.
82. UNDP, BTOR Reports (Multiple Years).
83. UNDP/CSO Reports, (Multiple Years).
84. UNDP, Project Board Minutes, (multiple years)

**Biodiversity Finance Initiative (BIOFIN) – Phase I & II;**

85. 2020, UNDP, Project Authorization Note.
86. 2021, UNDP, Project AWP.
87. 2017, UNDP, Policies and Institutional Review, Executive summary.

**Sixth Operation phase of the GEF/Small Grants program in Sri Lanka;**

88. 2015, UNDP/GEF, STAP Scientific and Technical screening of the Project Identification Form (PIF).
89. 2016, UNDP, Project Document.
90. 2018, UNDP/GEF Project Implementation Review (pdf.).
91. 2019, UNDP/GEF Project Implementation Review (pdf.).
92. 2020, UNDP/GEF Project Implementation Review (pdf.).
93. 2020, UNDP, Project Results and Monitoring Pathway (Word.)
94. 2019, UNDP-GEF Mid-Term Review of the Project Report.
95. 2020, UNDP/GEF/SGP, Ecological Atlas of Mannar Landscape,
96. UNDP, BTOR Reports (Multiple Years).
97. UNDP/GEF, Site Visit Reports, (Multiple Years).
98. 2021, UNDP/GEF/SGP: What's-Up -Newsletter,
99. Project Progress Reports ((Multiple).
100. 2020, UNDP/GEF, PPG Document of Seventh Operational Phase of the GEF Small Grants Programme in Sri Lanka.
101. 205, UNDP/GEF, Review document on GEF-6 GEF secretariat review for full-sized/medium-sized projects The GEF/LDCF/SCCF trust fund.

**Promoting sustainable Biomass Energy Production and modern bio-energy technologies;**

- 102. 2013 UNDP, Project Document, financed by the Green Climate Fund (GCF) (Pdf.)
- 103. Project Progress Reports ((Multiple).
- 104. 2019, UNDP-GEF End Term Evaluation of the Project Report.

**Strengthening the resilience of smallholder farmers in the Dry Zone to climate variability and extreme events through an integrated approach to water management;**

- 105. 2017 UNDP, Project Document, financed by the Green Climate Fund (GCF) (Pdf.)
- 106. 2017 UNDP, Implementation and Monitoring Stage Quality Assurance Report (Pdf.)
- 107. 2017, UNDP, Design & Appraisal Stage Quality Assurance Report (Pdf.)
- 108. 2019 UNDP, Implementation Stage Quality Assurance Report (Pdf.)
- 109. 2018, GCF, Annual Performance Report (APR) (word).
- 110. 2019, GCF, Annual Performance Report (APR) (word).
- 111. 2020, GCF, Annual Performance Report (APR) (word).
- 112. 2020, UNDP, Mid-year Project Results Review and Reporting (ppt.)
- 113. UNDP, BTOR Reports (Multiple Years).
- 114. UNDP/CSO Reports, (Multiple Years).
- 115. UNDP, Project Board Minutes, (multiple years).

**Phasing out-Hydro chlorofluorocarbons in Sri Lanka under Montreal Protocol;**

- 116. 2009, UNDP/HPMP, Tranche 1, Project Document
- 117. 2018, UNDP/HPMP, Monitoring Reports.
- 118. 2020, UNDP/HPMP, Tranche 4 Funding Documents (Pdf.)
- 119. 2020, UNDP, Project Results and Monitoring Pathway (Word.)

**The Bio mass energy 2022: Fuelling the economy, protecting the forests;**

- 120. 2018, UNDP, Project Document.
- 121. 2020, UNDP, Project Results and Monitoring Pathway (Word.)
- 122. 2020, UNDP, Project Results Framework.

**Biogas, Biomass and Solar Tri-lateral Cooperation (Transitioning to Sustainable Energy Uses in the Agro-Industry Sri Lanka - China - Ethiopia);**

- 123. 2019 UNDP, Project Document, (Pdf.)
- 124. 2016, UNDP/GEF, Minutes of the Local Project Appraisal Committee (LPAC) meetings,
- 125. 2019, UNDP, Design & Appraisal Stage Quality Assurance Report (Pdf.)
- 126. UNDP, Project Progress Reports (Multiple years).
- 127. UNDP, BTOR Reports (Multiple).

**Institutional strengthening for the phase out of Ozone depleting substances under the Montreal protocol (Ext.) - Phase XII;**

- 128. 2019, UNDP, AWP, Project Document.
- 129. 2016, Terminal Report and Request for extension of IS Funding

**Health Care Waste Management; Transforming Lives and Livelihoods;**

- 130. 2020, UNDP, Project Initiation Plan Document.

**Managing Together; integrating community centred, eco system based approaches into forestry, agriculture and tourism sectors Preparatory Phase;**

- 131. 2020, UNDP, Project Document.
- 132. 2020, UNDP, Minutes of the Local Project Appraisal Committee (LPAC) meetings,
- 133. Partnerships and Innovative Financing to Mainstream Biodiversity and Sustainable Land Management in the Wet and Intermediate Climatic Zones;
- 134. 2020, UNDP, project preparation grant (PPG) document

**Project “Policy and Institutional Development”**

- 135. Project document
- 136. Citra Progress Update to Ministry.pdf
- 137. CITRA Mid-Term Review
- 138. Implementation and Monitoring Stage Quality Assurance Report 2017
- 139. Implementation and Monitoring Stage Quality Assurance Report 2019

**Project “National Dev. planning fin. Sup. for SL”**

- 140. Project document
- 141. NPD-CN document
- 142. SDG Planning Financing (pp)

**Project “Transforming Tourism in Sri Lanka”**

- 143. Project document
- 144. Final draft Roadmap
- 145. GIS Mapping Report
- 146. 2021 Annual Work Programme
- 147. CITY proposal

**Project “Seventh Phase GEF SGP (Project Preparation Grant)”**

- 148. ProDOC

**Project “Front line response and support to Govt. on COVID 19”**

- 149. Initiation Plan

**Project “Engagement Facility”**

- 150. Mid-year Project Results Review and Reporting (pp)
- 151. MoU between UNDP and the Vocational Training Authority
- 152. MoU between UNDP and the Information and Communication Agency

## Annex 4: Project Evaluation and Auditing Check List

### EVALUATIONS AND AUDITS CARRIED OUT IN 2018 -2021

#	Project Id	Title	Evaluate d Yes or No	If yes, by whom?	When? Mo/Yr	Audited ? Yes or No	If yes, by whom?	When ? Mo/Yr
1	68311	Governance for Local Economic Development (GLED) – DIM	Yes	KANTAR TNS	Nov 2017	Yes	KPMG – Ministry of Resettlement	Oct 2019
2	86251	Catalytic Support to Peace building in Sri Lanka	Yes	IPID	Oct 2019	No	-	-
3	91115	Support Access to Justice	No	-	-	No	-	-
4	93879	Support Peacebuilding and Transitional Justice	Yes	Patrick Burgess	June 2021	No	-	-
5	103135	Promoting Reconciliation	Yes	IPID	May 2021	No	-	-
6	112513	Strengthened Parliament and Commissions (SPC)	Yes	Sharmila Perera	Nov 2021 (ongoing)	No	-	-
7	112897	Enhanced Local Governance (ELOG)	No	-	-	No	-	-
8	117979	Improved Access to Justice (IAJ)	Yes	Sharmila Perera	Nov 2021 (ongoing)	No	-	-
9	61752	Phasing out-Hydro chlorofluorocarbons	No	-	-	No	-	-
10	57445	Integrated Water Management	Yes	Anne C. Woodfine (Dr)	June 2021	Yes	KPMG – Ministry of Environment	March 2021
11	73030	Climate Change Resilience	Yes	Dinesh Aggarwal, International Consultant	Feb 2018	-		
12	78432	Strategic support to disaster management	No	-	-	-	-	-

#	Project Id	Title	Evaluate d Yes or No	If yes, by whom?	When? Mo/Yr	Audited ? Yes or No	If yes, by whom?	When ? Mo/Yr
13	79409	Energy generation NAMA	Yes	Roland Wong, and Swetha Perera	Feb 2020	Yes	National Audit Office	Oct 2018
14	79607	Environmentally Sensitive Area Conservation	Yes	Balakrishna n Pisupati and Ranjith Mahindapala	Dec 2018		KPMG – Ministry of Environment	March 2021
15	80228	Improve Environmental Information Management	Yes		Jan 2019			
16	83575	Institutional Strengthening-Phase X-XII	No	-	-			
17	85741	Third National Communication	No	-	-			
18	85746	Small Grants project	Yes	Roland Wong	Jun 2019			
19	90074	GCS intervention on Environm. (Biomass)	No	-	-			
20	91122	Climate change adaptation and food security	Yes	Johan Pasquet	Jan 2021			
21	117353	Managing Together (GEF VI)	No	NA	NA	-	-	-
22	117689	Biodiversity Finance Initiative (BIOFIN) Phase II	No	NA	NA	-	-	-
23	119366	Transitioning to sustainable energy uses for the agro-in	No	-	-	-	-	-
24	127689	Partnerships & Innovative Financing	No	-	-	-	-	-
25	62498	Biomass Energy Production	Yes	Rogelio Z Aldover	Dec 2018	Yes	National Audit Office	Oct 2018
26	93957	Policy and Institutional Development	No	-	-	-	-	-
27	127154	National dev planning fin supp for SL	No	-	-	-	-	-



#	Project Id	Title	Evaluate d Yes or No	If yes, by whom?	When? Mo/Yr	Audited ? Yes or No	If yes, by whom?	When ? Mo/Yr
28	128701	Transforming Tourism in Sri Lanka	No	-	-	-	-	-
29	129864	Seventh Phase GEF SGP (Project Preparation Grant)	No	-	-	-	-	-
30	127470	Front line response and support to Govt. on COVID 19	No	-	-	-	-	-
31	116943	Engagement Facility	No	-	-	-	-	-

## Annex 5: Audit Trail Format

**Programme: Final Evaluation of the “UNDP Country Programme 2018-2022”**

[illegible]

## INSTRUCTIONS

In column 1 - If the comment comes from an individual, please put the name and title of the person providing the comment.

If the comment comes from an institution, the name of that institution.

In column 2 - Please put the date when the comment is being made.

In column 3 - Please put the Heading (s) and page(s) in the report that the comments refer to.

Example: Section III. Heading: Economic Sustainability pgs. 27-30

In column 4 - Please put the comment(s) that you have in respect of that Heading. If you have comments on another Heading use the following line, and so on until you have provided all your comments.

In Column 5 - Reserved for the Evaluator(s). They will indicate how they have handled each of your comment(s).

Example: Accepted and report modified accordingly; partially accepted and report modified accordingly providing a short explanation of why the comment was not fully accepted; or rejected with an explanation as to why that comment was not reflected in changes to the report.

Once your comments or those of your unit/organization have been all incorporated, please send them via e-mail to:

roshan.raja@undp.org

NOTE: Your comments will not be made available to the public. This Audit Trail will not be attached to the Final Report. Only the institution that called for the Evaluation or Mid-Term Review and the consultant(s) will know their content.



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### End-Term<sup>1</sup> Evaluation of United Nations Development Programme (UNDP) Sri Lanka Country Programme 2018- 2022

#### 1. Background and Context

The UNDP Country Programme Document 2018 - 2022 (CPD) outlines UNDP Sri Lanka's contribution towards the national development priorities in Sri Lanka and is aligned with the United Nations Sustainable Development Framework (UNSDF) 2018-2022 and the UNDP Strategic Plan (2018-2021).

The UNSDF is the cooperation framework for coordinated development assistance where the UN has comparative advantage. In line with this, the UNDP Sri Lanka Country Program Document (CPD), with a budget of USD 100 million for the 5-year period, has identified the three outcomes, listed below, that will contribute to Sri Lanka's national priorities:

**CPD Outcome 1:** By 2022, people in Sri Lanka, especially the marginalized and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust among communities and towards the State.

**CPD Output 1.1-** Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity.

**CPD Output 1.2-** Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services.

**CPD Output 1.3-** National and subnational level institutions have the capacity to deliver equitable, accountable and effective services.

**CPD Outcome 2:** By 2022, people in Sri Lanka, in particular the vulnerable and marginalized, are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources, better environmental governance and blue/ green development.

**CPD Output 2.1-** Policies and risk management strategies are implemented at national and subnational levels (rural and urban) for enhanced adaptation and resilience to climate change and disaster risk.

**CPD Output 2.2-** Policies, systems and technologies in place to enable people to benefit from sustainable management of natural resources.

**CPD Output 2.3-** Low-carbon pathways and green development promoted focusing on renewable energy and blue-green investment.

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<sup>1</sup> Although this was intended to be commissions as a mid-term evaluation in December 2020, given the delay of approximately 6 months in initiating the process and since the evaluation is being undertaken in the penultimate year of the CPD (2021), this will be considered as the end term evaluation of the Sri Lanka CPD. This is documented in the note to file which is annexed to the ToR. The scope and activities of the evaluation remain unchanged.

**CPD Output 2.4-** Reliable information systems/capacities established to strengthen accountability, use of evidence-based decision-making, and management of environmental standards.

**CPD Outcome 3:** By 2022, people in Sri Lanka benefit from improved data and knowledge management to address inequities and ensure inclusive and responsive decision-making.

**CPD Output 3.1-** National and subnational data collection measurement and analytical systems in place to monitor progress on the SDGs.

**CPD Output 3.2-** Evidence-based national development plan(s) informed by sustainable development framework formulated with citizen engagement.

As per the UNDP Human Development Report for 2020, Sri Lanka held an HDI of 0.782 and ranked 72, with a gender development index of 0.95. As the CPD reaches its penultimate year, UNDP plans to commission an End-Term Evaluation (ETE) cum Strategic Direction Setting exercise, to assess the attainment of the country program's results across all outcome areas. This exercise comes in the wake of several key contextual changes in the country; including ushering of a new government in November 2019, a global pandemic and a growing budget deficit impacting the development trajectory of the country and the positioning of UNDP therein. From a political standpoint, contextual factors such as the constitutional crisis in 2018, the Easter Sunday terror attacks of April 2019, the Presidential elections of November 2019, the Parliamentary elections in August 2020 are significant. The 20<sup>th</sup> Amendment to the Constitution of Sri Lanka which was passed on 22<sup>nd</sup> of October 2020, has direct impacts on the country program; i.e. reconfiguration of the state architecture, centralization of power, roll back of Transitional Justice institutions, etc.

The UN Development System Reform which began in 2019, resulted in the delinking of the Resident Coordinator's (RC) Office. This led to a repositioning of UNDP's role as an SDG integrator for the UNDS, offering tools, resources and platforms to convene multi-stakeholder groups to address complex and interconnected development challenges.

The appointment of a new majority Government by President Gotabhaya Rajapaksa in August 2020 rolled out a new policy framework titled *Vistas of Prosperity and Splendor* that serves as the key national development policy document aimed at achieving the fourfold outcome of a productive citizenry, a contented family, a disciplined and just society and a prosperous nation.

In July 2020, following the impact of COVID-19, the World Bank downgraded Sri Lanka from an Upper Middle-Income Country (UMIC) to a Lower Middle-Income Country. At the same time the knock-on impacts globally, regionally and nationally threaten a follow-on national social and economic crisis. The public debt situation and weakening fiscal space remains a key concern. It also comes in the wake of Moody's downgrade of the Government of Sri Lanka's long-term foreign currency issuer and senior unsecured ratings to Caa1 from B2 in October. The economic shock is likely to be transmitted through a number of channels – particularly trade, export industries (especially apparel), tourism, agriculture, employment, investment, remittances, and SMEs (vast majority of Sri Lanka's enterprises are MSMEs, accounting for nearly 80% of GDP and 45% of employment in 2018).

A protracted crisis will have an adverse impact on specific populations groups (women, older persons, persons with disabilities etc) who are already vulnerable due to existing socio-economic inequalities. With considerable clustering of Sri Lankan population around the poverty line, a protracted crisis will have an adverse impact on poverty and inequality adversely affecting the baseline trajectory of Sri Lanka reaching the SDG targets and making the Agenda 2030 even more challenging. The UN Country Team's "UN Advisory Paper on Immediate COVID19 response" technically led by UNDP refers to many of these challenges and offers guidance on priorities for Sri Lanka's (GoSL) national recovery and SDG plans.

The ETE takes place at an opportune time; while being cognizant of the challenges with COVID-19. With a new government, revised institutional architecture, new policy priorities the ETE offers UNDP to take stock while realigning its support in line with UNDP's 2.0 offer to effectively position itself as a partner of choice. . Lessons from this exercise will offer inputs to the new UNSDCF process and may also be leveraged to inform UNDP's new Strategic Plan 2022-2025 under development.



## 2. Purpose and Objectives

The overall objective of the Eid Term Evaluation (ETE) and Strategic Direction Setting is to take stock of the progress in achieving the results of the Country Programme, its relevance, efficiency and effectiveness of strategies and interventions in light of the development priorities, and emerging development issues including in the context of COVID-19 impact at the national and sub-national level. Specifically, the review will:

- ✓ Assess contribution of the Country Programme 2018-22 including through policy engagement towards the achievement of the national development priorities and objectives within the framework of three Outcome areas and the UNSDF;
- ✓ Verify key results achieved, analysis of key factors that have contributed to the achievement or non-achievement of intended outcomes and outputs;;
- ✓ Review strategies and programme performance including cross sectoral approach / linkages and analyze resource mobilized under the respective outcome areas;
- ✓ Provide strategic direction, identification of lessons learned, best practices and actionable strategic recommendations including in the context of UNDP's COVID response and recovery framework towards 2030 and position UNDP in the formulation of the next Country Programme 2023 – 2027.

The primary audience for the use of ETE findings and recommendations will be UNDP Sri Lanka.

The ETE outcome will inform UNDP's partnerships with the government at national and sub national level and key development partners.

### Scope of Work

The ETE will cover the work undertaken during the period January 2018 to February 2021 and provide an end of cycle assessment of the progress and contribution of UNDP to the development results set out in the CPD results framework 2018 – 22.

The ETE cum strategic direction setting report will consist of two parts; the end-term evaluation and the strategic direction setting component.

The scope of the evaluation will include a review of the original CPD assumptions against the change in circumstances that have occurred since their drafting, review of the CPD Results Matrix and M&E framework, analysis of existing contributions and gaps in light of the SDGs and key themes which may not have been reflected in the CPD and revisit the theory of change with potential updates to it. The context analysis component that is carried out as part of the UN country team commissioned Common Country Analysis (CCA) can provide valuable input towards this exercise as well.

The findings of the evaluation will provide lessons learned which can support the delivery of results in the remaining period of the existing CPD and opportunities for scale up and support the preparation of the next CPD.

The findings/recommendations need to be evidence-based, supported by an open and participatory consultative process for adequate stakeholder engagement.

### **Review Criteria and key guiding questions**

The ETE exercise will comply with the UNDP evaluation guidelines, UNEG Norms and Standards<sup>2</sup>. The evaluation questions should be grouped according to the four OECD-DAC evaluation criteria: (a) relevance; (b) effectiveness; (c) efficiency; and (d) sustainability (and/or other criteria used).

**Relevance:** This will examine the relevance of the Country Programme in line with the national development priorities, evolving context and opportunities, partnership environment, achievement of the SDGs in the country, alignment with the UNDP Strategic Plan 2018 -21 and specific measures, if any, that will require to be undertaken to ensure full alignment and impact. In doing so, review the theory of change, UNDP's comparative

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<sup>2</sup> <http://www.unevaluation.org/document/detail/1914>

advantage and strategic positioning including policy engagement etc will be considered. Considering the COVID 19 crisis, it would be useful to assess the extent that this Country Programme is appropriately responsive to the needs of the national and sub-national constituents and changing development partner priorities.

**Effectiveness:** This will look into what extent has the Country Programme achieved output results and evidence of their contribution to the outcomes. In doing so, the review will inter-alia look at whether the principles of leaving no one behind including gender equality were applied, the requisite capacity enhancement of the national and sub-national counterparts took place, leveraging resources and capacities, whether cross cutting approaches such as partnerships, innovations and acceleration, south-south cooperation etc were adequately considered. The review will also look into the programme areas most relevant and strategic for UNDP to scale up or consider going forward.

**Efficiency:** This criteria looks into what extent the programme results obtained justifies the efficient use of resources (financial and human) and if there is alignment between what has been expended (resource wise) and what has been achieved. Other considerations such as quality and timeliness of the results, value for money, partnership strategies and resource mobilization, use of programming and partnership modalities conducive to the delivery of programme outputs, adequate oversight and monitoring mechanisms, extent to which UNDP policies, processes and decision making have contributed to the achievement of the Country Programme results. The Country Office business processes to support the timely implementation of programming particularly in the context of the COVID crisis may also be considered.

**Sustainability:** This will look into what extent did UNDP establish mechanisms to ensure the sustainability of the results attained including capacities of national and sub national partners, institutional mechanisms including sustainability and transitioning strategies in place to sustain the programme results. The ETE can look into the longer-term projects and review progressive growth and evolution of the projects to assess improvement in capacities of national partners. It also assesses, among others, to what extent do strategic partnerships exist with other national and sub national institutions, COS/NGOs, UN agencies, private sector and development partners to sustain the attained results and to what extent have partners committed to providing continuing support.

**In light of the above, the main objectives of the ETE are to answer the following**

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

*Guiding questions will need to be further refined by the ETE external team and agreed with UNDP. Please see Annex- C for sample questions.*

### **3. Methodology**

The ETE will be guided by the purpose, scope and objectives outlined above. The ETE should employ a combination of both qualitative and quantitative evaluation methods and instruments. The ETE should employ a participatory approach whereby interviews with key stakeholders will provide and verify the substance of the findings. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification is not possible, the single source will be mentioned. Analysis leading to the evaluative judgements should always be clearly spelled out. The limitations of the methodological framework should also be spelled out in the review reports.

The following methodologies for data collection are expected to be applied during the ETE:

- a) Desk review of key programme documents and relevant sources of information;

- b) Semi-structured interviews, questionnaires with key stakeholders as agreed in the inception report;
- c) Regular consultations with the UNDP Sri Lanka senior management and ETE Reference Group;
- d) In addition, any necessary methodologies for ensuring that the ETE addresses the Country Programme multi-faceted nature of work, changes in programming context and needs of vulnerable groups in the CPD.

The final methodological approach including interview schedule, questionnaire, and data to be used in the ETE will be clearly outlined in the inception report and be fully discussed and agreed between UNDP and the ETE external team.

The ETE will be divided into three stages:

**Stage I: Planning Phase** *(will be conducted remotely)*

With the COVID 19 crisis, ensuring the safety of the ETE teams, Phase 1 of the ETE will be conducted remotely / virtually by the ETE external team which includes remote arrangements to conduct five key tasks (a) desk review of key documents and relevant sources of information; (b) context analysis in which the Country Programme has been operating since its inception in 2018 and current evolving context (e.g. COVID crisis); (c) finalize inception report; (d) design of ETE methodology, tools and questionnaires; and (e) orientation of UNDP Country Office team on the ETE process, methodology, timelines etc. The Inception Report will be finalized after it has been reviewed and cleared by the UNDP Sri Lanka ETE Reference Group.

**Stage II: Validation** *(virtual or on site/ face to face subject to the COVID 19 pandemic situation and the uncertainties around travel etc.)*

**Option 1: Virtual validation**

Consultations with and inputs from various stakeholders will be critical to feed into and validate the programme contribution and results. In case of travel and movement restrictions, the ETE team will collect data and seek inputs and feedback virtually through relevant web-based surveys, virtual meetings, electronic exchanges etc with key government partners, CSO, private sector, donors, implementing partners, project beneficiaries, UN and other development partners as well as internally with programme and project teams. Photographs, videos, satellite imagery etc could be used to gather data & evidence. Based on the methodology, analysis plan and desk review, the external ETE team will identify stakeholders for data collection in consultation with UNDP and finalize the check list with identified areas of query. To the extent possible efforts will be undertaken to gather feedback from the project beneficiaries to ensure the voices of all groups including the vulnerable and marginalized will be taken into account.

**Option 2: On-site or face to face validation**

If the COVID 19 situation permits, the ETE external team (local consultants) will visit select field sites identified by UNDP to undertake in-depth interviews with government stakeholders both at national and state level, development partners, stakeholders involved in programme and project implementation and beneficiaries, discussion with UNDP Team Leaders, programme and project teams. Focus Group Discussions to be held wherever appropriate (specially recommended for beneficiaries). All interviews should be undertaken in full confidence and anonymity.

**Stage III: Analysis, Debriefing and Report Writing** *(Remotely or in UNDP premises in Colombo subject to the COVID situation and uncertainties around travel etc.)*

Upon completion of the desk review and data collection, the ETE external review team will analyze all information and develop a draft ETE report for the UNDP Sri Lanka CO. The external review team is required to ensure validity, credibility and reliability of data including through triangulation of the various data sources. Prior to the drafting of the ETE and Strategic Direction Setting report, the ETE external team will debrief UNDP programme and management teams with preliminary findings ensuring that they are based in evidence. Debriefings with key stakeholders will be organized virtually or face to face where possible.

The draft report including the recommendations will be shared with staff and the management for their feedback, inputs and address any factual errors. Following the revision of the draft report, a workshop (or virtual



equivalent) will be organized with internal and external stakeholders facilitated by the external review team to share and validate the draft report. The outcome of this workshop will be incorporated in the ETE final report.

#### 4. Process Management and Timelines

Under the guidance and oversight of the UNDP Resident Representative and Deputy Resident Representative (Programme), the Results and Resources Management Team Lead with support from M&E Associate will be responsible for overseeing the ETE process and ensure quality and timeliness of the deliverables. An ETE Reference Group comprising UNDP senior management, programme and operational team leads and key programme and project staff will support the ETE process and give comments and directions at key stages of the ETE process. The Group will review the ETE deliverables for quality and completeness and request for adjustments from the external ETE review team as needed. The external ETE review team is expected to present drafts and final findings and recommendations first to UNDP Senior Management and the ETE Reference Group. The ETE Reference Group will review and clear the draft reports and final findings and recommendations.

In order to ensure the credibility and usability of an evaluation, programme units are to ensure the independence and impartiality of evaluators who are free from a conflict of interest. Evaluators should not have worked or contributed to the project/programme, outcome or UNDAF under evaluation at any time in any way. Equally, the evaluator should not be in a position where there may be the possibility of future contracts in the area under evaluation. In either case, the evaluator would not be able to provide objective and impartial analysis of the evaluation subject

The end-term evaluation component, which will be undertaken by the international consultant/team lead. The strategic direction setting component, while benefitting from the recommendations of the first component, will be led by a team from UNDP's Bangkok Regional Hub which will build upon the evaluation recommendations and support the country office to craft any adjustments to the CPD within the contours of the UNDP 2.0 offer.

Below is the proposed schedule and number of person days:

Deliverables/Outputs	Estimated	Duration	to
<b>Complete</b>			
• Desk review and analysis .....	5 days		
• ETE Inception report with final design, methods and tools and presentation / de-brief to senior management followed by presentation to staff.....	3 days		
• Stakeholder interviews, data collection and analysis.....	10 days		
• Debrief on draft findings and recommendations to the management and ETE Reference Group .....	4 days		
• ETE Draft Report .....	8 days		
• ETE second report incorporating feedback and presentation to staff .....	3 days		
• ETE final draft and presentation to management and ETE Reference Group.....	4 days		
• ETE Final Report .....	3 days		

The multiple reviews and revisions may be necessary for the draft report, and the final payment will be made to the Consultants only when UNDP senior management approves the final ETE report. Comments will be incorporated as deemed appropriate by the ETE team. A 'Response to comments matrix' will be prepared by the ETE team to show how comments received have been dealt with in the Final ETE Report. The process is considered complete once the final report is approved by UNDP.

**Key Deliverables:**

- Inception report (6-8 pages max) including key questions and tools. – **30% payment**
- Draft ETE Report (30 – 35 pages max) excluding annexures. The report should be strategic, future-oriented, results-driven and analytical. The report should also include a tabulated summary of strategic progress overview against each CPD Output, and adjusted / aligned CPD Results Framework matrix- **40% payment**
- Final ETE Report approved including a final tabulated summary of strategic progress overview against each CPD Output and adjusted / aligned CPD Results Framework matrix.- **30% payment**

**Duration of the Work:**

The total duration of the ETE will be 40 days over a period of three months from March to May/June 2021.

**5. Assignment Information**

Job Title	: Consultant (4) positions – Team Lead/ International Consultant (1) and 1 (one) Local Consultant for each of the three Country Programme Outcome areas.
Duty station	: International Consultant - Homebased only. Local Consultants- Homebased (with flexible working arrangement to travel to UNDP Colombo Office; meetings with partners in Colombo, if the COVID 19 pandemic situation permits).
Contract Type	: Individual Consultants
Duration:	: Total duration of the assignment is 40 days during the period of March to May/June 2021.

**Annex 1- Roles of the Team Leader (International Consultant) and Local Consultants****Role of the Team Leader**

- Develop a robust methodology for the evaluation.
- Design the evaluation questions in consultation with the national team of experts.
- Participate in key consultations and focus group discussions with National counterparts, UNDP staff and other partners.
- Structure the inception report and the final evaluation report.
- Coordinate input from the national experts for the final evaluation report.
- Draft the strategic direction setting component, in consultation with the team at the UNDP Bangkok Regional Hub.
- Finalize the evaluation report, taking into consideration feedback from the UNDP Country office and Bangkok Regional Hub.

**Role of the National Team of Experts**

- Provide inputs to development of the methodology and evaluation questions.
- Carry out desk reviews, secondary data gathering and literature review, in line with the methodology and scope of each of the CP outcomes.
- Organize stakeholder consultations and interviews on some of the key topics identified: This may include interviews with key stakeholders and partners and focus group discussions, which may include UNDP staff, UN heads of agencies, UNSDF Working Groups/Pillar groups, relevant government officials at both national and sub-national levels, development partners, and civil society/youth/women representatives (if/where deemed relevant).
- Provide inputs to the draft and final evaluation reports.

## **Annex 2 Evaluation Sample Questions**

### **Relevance**

- To what extent is the initiative in line with the UNDP mandate, national priorities and the requirements of targeted women and men?
- To what extent is UNDP support relevant to the achievement of the SDGs in the country?
- To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent is UNDP engagement a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?
- To what extent was the method of delivery selected by UNDP appropriate to the development context?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?

### **Effectiveness**

- To what extent has progress been made towards outcome achievement? What has been the UNDP contribution to the observed change?
- What have been the key results and changes attained? How has delivery of country programme outputs led to outcome-level progress?
- Have there been any unexpected outcome-level results achieved beyond the planned outcome?
- To what extent has UNDP improved the capacities of national implementing partners to advocate on environmental issues, including climate change issues and disaster risk reduction?
- To what extent has UNDP partnered with civil society and local communities to promote environmental and disaster risk awareness in the country?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent have marginalized groups benefited?
- To what extent have triangular and South-South Cooperation and knowledge management contributed to the results attained?
- Which programme areas are the most relevant and strategic for UNDP to scale up or consider going forward?

### **Efficiency**

- To what extent have the programme or project outputs resulted from economic use of resources?
- To what extent were quality country programme outputs delivered on time?
- To what extent were partnership modalities conducive to the delivery of country programme outputs?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?
- To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of the country programme's outcomes?
- To what extent did UNDP engage or coordinate with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

### **Sustainability**

- To what extent did UNDP establish mechanisms to ensure the sustainability of the country programme outcomes?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

## **Evaluation cross-cutting issues sample questions**

### **Human rights**

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

### **Gender equality**

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

### **Annex 3: Inception report structure / outline**

Following the contracting, the ETE external team will prepare a brief inception report that contains:

- Background and context illustrating the understanding of the programme and outcome areas to be reviewed.
- ETE objectives, purpose and scope. A clear statement of the objectives of the ETE and main aspects or elements of the initiative to be examined.
- ETE review criteria and questions. The criteria the ETE will use to assess programme performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field site visits and / or virtual interviews.
- Clear approach, methodology and data collection tools on the basis of which the programme will be reviewed with a description of data-collection methods, sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the ETE) and their limitations.
- Clear review framework including a detailed list of review questions for each of the thematic areas/outcomes, sources/methods of data collection, and list of key stakeholders and other individuals, who should be consulted, developed with the assistance of the UNDP India team, including main line of interview questions for each of the stakeholder groups.
- Details of how cross-cutting issues required to be evaluated, considered and analyzed throughout the ETE process. The description should specify how methods for data collection and analysis will integrate gender considerations and ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate;
- Schedule of key milestones, list of activities, deliverables and responsibilities / division of tasks including the ETE stages (desk review, data collection, data analysis and reporting).
- Outline of the ETE draft / final Report with table of content, tables and Annexes.
- List of documents that will be reviewed and consulted by the review team;
- List of stakeholders to be consulted during the ETE process.

### **Annex 4: ETE final report structure / outline**

The key product expected from this ETE is a comprehensive analytical report in English, meeting the required criteria outlined for objective, scope, structure and content. The report should be strategic, future-oriented, results-driven and analytical and should, at least, include the following content:

- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction and overview (what is being evaluated and why)
- Description of interventions being evaluated.

- Scope and objectives; description of the review methodology; data analysis
- An analysis of the situation in line with the scope of the ETE
- Outcome wise key results and findings including a tabulated summary of strategic progress overview against each CPD Output under each Outcome area; and an adjusted / aligned CPD Results Framework table
- Overall Key findings and Conclusions
- Recommendations
- Lessons learned
- Annexes include but not limited to: TOR, field visits, list of partners and stakeholders consulted and interviewed, questionnaires and other tools followed, list of documents reviewed, list of UNDP managers and project staff consulted and interviewed, and Others as deemed necessary by the ETE team to support the ETE findings and recommendations in the final ETE Report

Annex 5:

#### **Response to comments matrix**

Chapter and section number: .....

Paragraph number / line number: .....

Comments: .....

ETE team response and /or action taken: .....

#### **Annex 6:**

##### **List of key documents to be reviewed. This would include a review of inter alia**

- UNDP Strategic Plan (2018-2021)
- UN Sri Lanka Sustainable Development Framework 2018-22
- UNDP Sri Lanka Country Programme and results framework 2018-22
- Country Programme Review Report 2013-17
- UN Framework for the Immediate Socio-Economic Response to COVID 19
- UNDP Corporate COVID Response and Recovery Framework
- Project documents and annual work plans
- Results Oriented Annual (Programme) Reports (ROAR) 2018 and 2019
- Project end-term reviews and evaluation reports for the period under review
- Project Steering Committee minutes
- Project quarterly and annual progress reports
- Donor contribution agreements and donor progress reports
- Other documents as relevant

## Annex 7: Repositioning UNDP Resource Mobilization Sri Lanka – Possible Lessons from the RBLAC Experience

At the beginning of the 90's, as a consequence of the increase in the GDP per capita in the region, RBLAC faced a drastic reduction of the financial resources available for programming. This economic growth, in principle, could have been considered as a success of UNDP's support to national development and make UNDP's presence no longer necessary.

Unfortunately, despite the improvement in the macroeconomic indicators, most of the development problems were still present, poverty, inequality, environment, health, education, etc. To make things worse, UNDP now had less resources to support the governments and the administrative cost of the COs had increased in relation to the programme. The most extreme case was a ratio of 148% in a given country. The initial reaction was to drastically downsize or even close some COs.

But, the above described situation coincided with an increased awareness of the poor performance of the governments in the implementation of the development programmes/projects. Slow implementation of government projects, and non-performing loans were a feature of many Latin American development initiatives, creating problems for the Governments that contracted the loans as well as for the international banks that extended them. Governments had to pay hefty commitment fees even if they had not spent a penny, and even more important the people of Latin America had to suffer the cost of wasted development opportunities.

The main reasons for non-performance were weak managerial capacity, and the complicated nature of the legal framework mainly related to procurement, civil service, and financial administration. As the Governments themselves recognized, the technical and substantive skills were there, but the programme administration skills were not. On the other hand UNDP had a proven track record in the management of development programmes/projects, and in capacity development. So, as a short term solution, UNDP could provide managerial capacity and an alternative legal framework to provide flexibility. It is important to keep in mind that UNDP does not replace the Government but acts as a close partner. The Government maintains the overall control and has the last word. So, the interim measures do not create dependence.

For the long term solution, the participation of government officials is part of the capacity development process through learning by doing. Also UNDP helps the government to set a structured training programme for its officials, and to develop management tools to improve project management. Finally, to solve the structural problem, UNDP provides support to analyze and to eventually reform the national legislation that could be part of the problem of poor implementation.

Therefore, the Governments of several Latin American countries took their development partnership with the United Nations Development Programme (UNDP) to new levels. Accordingly, UNDP has since the 1990s worked with Governments to support the design and implementation of programmes worth hundreds of millions of dollars—programmes that are often far larger than anything undertaken during the earlier period of cooperation from the 1960s through to the 1980s.

The programmes were funded mostly by loans from international financial institutions (IFIs), namely the Inter-American Development Bank (IDB) and the World Bank. In these efforts, the financial contribution from UNDP's own resources was minimal or even non-existent; rather, the organization contributed by supporting implementation and building national capacity.

In the tripartite partnership that has evolved, Governments lead on the technical side with support from the Banks and UNDP. Governments also have responsibility for programme implementation, with full UNDP support. All three partners carefully monitor and evaluate programme progress and outcomes.

Through this partnership, quality results are achieved, together with considerable savings in money and in time. Institutions are strengthened, and management capacity is built. **The timeliness of implementation also means that Governments can deliver on their promises during their term in office.**

The situation that Latin America faced at the end of the 90's now is present in most of the UNDP's program countries. UNDP traditionally has supported the government in programme/project formulation and has also provided policy advice. The difference now is, that in the past it was not too difficult to find financing for the programme from UNDP's core resources, from traditional donors, and from government cost sharing. Now, for all practical purposes, with the exception of potential government cost sharing, those sources practically no longer exist. **It could be said that the age of the entitlement is gone.**

To face this hard reality an internal change of the organizational culture is necessary. One key element is to accept internally and to explain externally that UNDP is no longer a **significant** donor; but rather a trusted development partner that, in addition to the traditional support, it can provide development services: i.e. high quality technical advisory services, programme design services, and support to implementation services. In the concept of development services development is as or more important than services. **The provision of a service always should have a development impact. That is why development services is an end and Government Cost Sharing is only a tool to receive funds from the Government.**

Hence, UNDP should make explicit that its business model includes advocacy, high quality technical advisory services, programme design services, and support to implementation services. UNDP partially has already been doing all this. Development Services has been included in the business model of two former Administrators, it has been the subject of a letter from the previous Administrator to all COs, and has been part of a resolution of the Executive Board. Now the challenge is to revise the provision of Development Services in a way that is relevant for the present historical context.

Up to now Development Services has been used mostly as a synonym of Support to Implementation. It should be made clear that includes other activities, mainly Advisory/Policy Services in addition to Support to Implementation.

**ADVISORY SERVICES/POLICY ADVICE FOR A FEE.** If it seems strange for UNDP to charge for the provision of advisory services, let us keep in mind that it has been done in the past, and the World Bank, started years ago what they call RAS (Reimbursable Advisory Services). This started in Russia when they lost relevance as a lender, but at the same time they realized it was a need for a service.

UNDP faces a similar situation, though a not so extreme case. UNDP, in each region, should take advantage of its high level political access to select policy areas that are crucial at the regional and national level. UNDP's main comparative advantages for providing Advisory Services are **access to a world wide experience, quality, and neutrality.**

Regarding Advisory Services/Policy Advice it should never be forgotten that the provision of development services is a demand and opportunity driven exercise.

**SUPPORT TO IMPLEMENTATION.** It is imperative to develop an accepted **shared vision** regarding what is understood by support to implementation. Given the most recent experiences in different regions, there is evidence of lack of conviction by the staff, and skepticism by the Governments that this is a legitimate function of UNDP and that it has the capacity to make a contribution to the development process. It is important to have a clear reaffirmation that the provision of support to implementation services, is a development activity and it does not mean that UNDP will abandon its other development support roles such as programme and project development for external or internal financing. Even more, support to implementation services will permit the fulfillment of those objectives.

The three main UNDP's advantages for support to implementation services normally are, **speed, cost effectiveness, and transparency.**

At least two elements should be included in a revised version of support to implementation services. One is a clear emphasis on national capacity development. Another is to offer, whenever possible, some substantive

input beyond the managerial one that is usually provided, for instance help to prepare clear specifications, and identification of reliable suppliers.

In order to support the government to improve its implementation capacity, UNDP should follow a three pronged approach:

1. To help the government, as a long term solution, to revise the public sector's legal framework (procurement, Civil Service, and Financial Management, and to train its human resources.
2. To improve the CO operational speed, efficiency and cost effectiveness, to offer a short term solution
3. To work on a better CO image through a communications strategy in order to be recognized as a well-oiled machine that operates with speed, transparency, and cost effectiveness.

The repositioning of the CO and the recognition by the Government and the IFIs that UNDP is able to perform this new development role is a long process that requires persistence. There are examples of situations that when everything looked hopeless, suddenly an opportunity came up.

RBAP, as a region, already has some experience trying to move to the provision of development services. In 1996, a post was created at the level of Deputy Regional Director with the exclusive responsibility for Resources Mobilization. The present Regional Director of RBAP was part of the team. More recently, from 2014 to 2017, a team of three senior consultants, with experience in Latin America, were recruited to support some COs in their efforts to provide development services. The Resident Representative in Sri Lanka knows this last experience well.